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# Integrated Safety Management Summit

Y-12 Safety Performance  
Driven by Employee Teams

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# Doug LeVan Bio

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Doug is the Director of ES&H Performance Improvement for B&W Y-12; responsible for Behavior-Based Safety, Employee Teams, Health and Wellness, Human Performance Improvement, Job Hazard Analysis, OSHA Recordkeeping and Case Management. His work experience includes positions as the Operations Manager during start-up of the Tritium Extraction Facility for B&W Savannah River Company, a Site Transition Manager for CH2M Hill Mound, a Tritium Facility Manager for B&W of Ohio, a Program Manager for EG&G Mound, and a Program Manager for Monsanto Research Corporation . He has an MBA and is a certified Project Management Professional.

# Y-12 National Security Complex

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# Y-12 National Security Complex

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- The Y-12 National Security Complex (Y-12) is a Government-owned facility located in Oak Ridge Tennessee on approximately 811 acres spanning 2.5 miles, within the Oak Ridge Reservation.
- Internationally recognized as the Uranium Center of Excellence
- Approximately 6,000 employees (including subcontractors)
- 393 facilities / 5.8 million ft<sup>2</sup> space

# Y-12 National Security Complex

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The Y-12 mission includes:

- Production / rework of complex nuclear weapon components and secondaries
- Receipt, storage, and protection of special nuclear materials
- Stockpile stewardship / enhanced surveillance / life extension of the nation's nuclear weapon stockpile
- Supply the U.S. Navy with feedstock material for fabrication of reactor fuel

# Y-12 Safety Performance Breakdown

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Primary cause of injuries:

- Human behavior
- Management actions, methods, and practices
- Other (hearing loss, field ergonomics, eye irritations, skin rash, insect bite)
- Office ergonomics
- Man / machine interface

**Employee involvement is the best method to resolve these issues!**

# Y-12 Employee Involvement

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- Employee involvement is a proven element in addressing injuries caused by human behavior
- Employee Teams are a natural group of people who work together on a regular basis; formed by function or geographic location
- Includes all employees at all levels
- Nominally 30 people per team

# Y-12 Employee Teams

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## Goal

The goal of each team is to manage, at the employee level, key ES&H tools to improve ES&H performance in support of the operational philosophy of finishing each and every day event and injury free.

## Membership

- Teams are comprised of natural work groups of employees
- Each team has a Senior Management Sponsor
- Each team has a Management Co-lead, selected by the Senior Management Sponsor and an Employee Co-lead who is selected by the team members

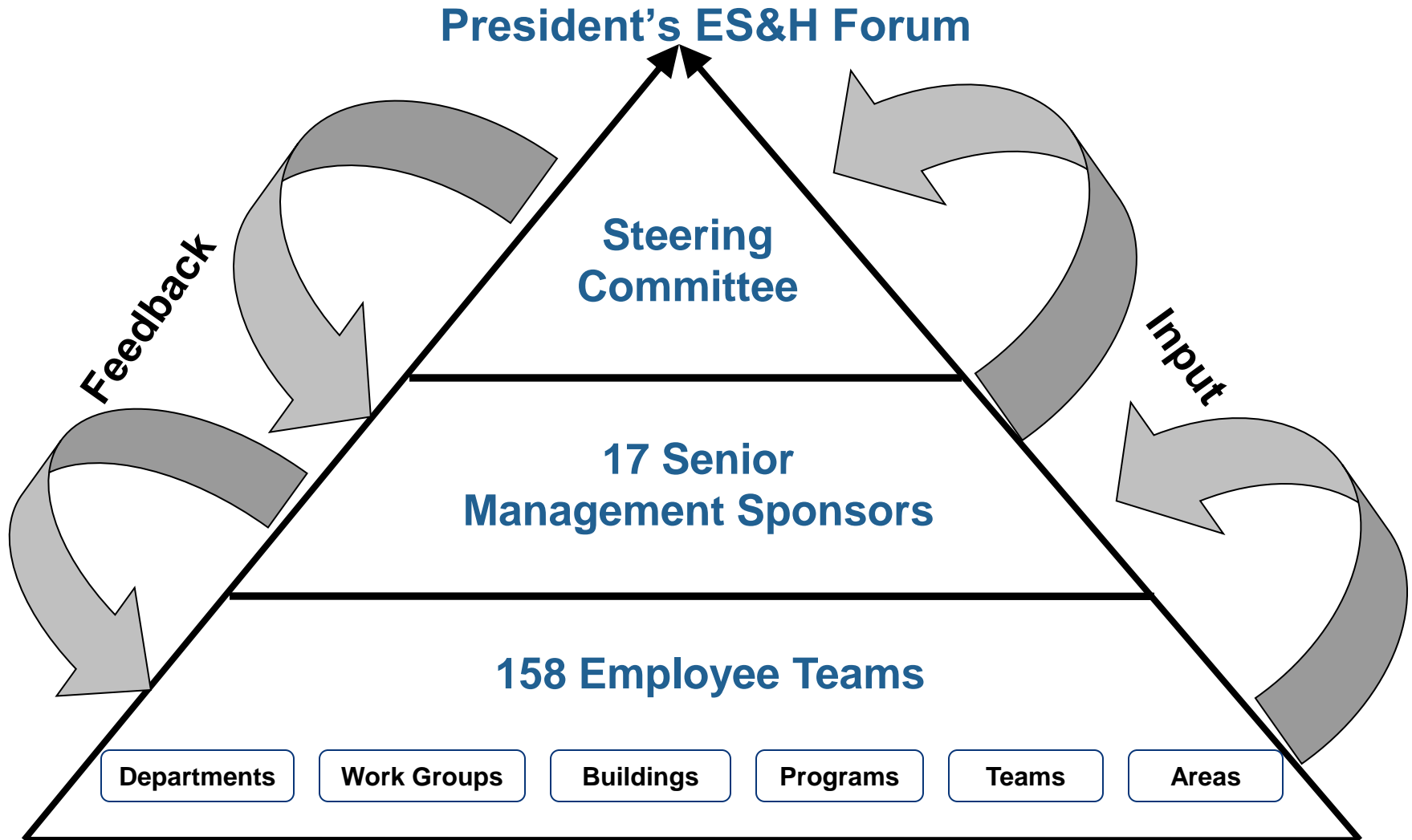


# Y-12 Employee Team Strategy

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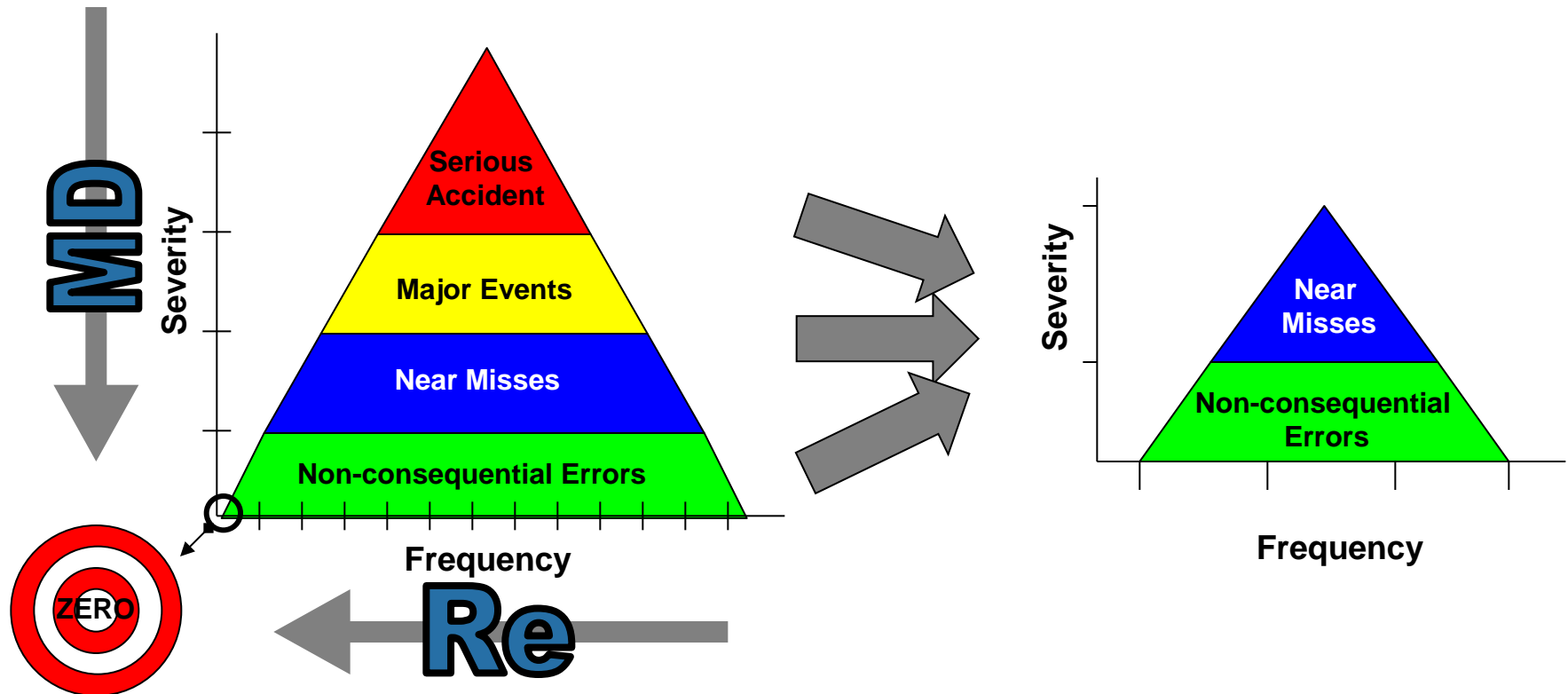
- Re-vitalize **commitment** to safety requirements at the individual and team level
- Re-focus, re-educate and reinforce the use of individual and organizational **accountability** and feedback
- Emphasize **employee involvement**; define clear goals for ES&H performance expectations in the performance evaluation process

# Y-12 Employee Team Structure

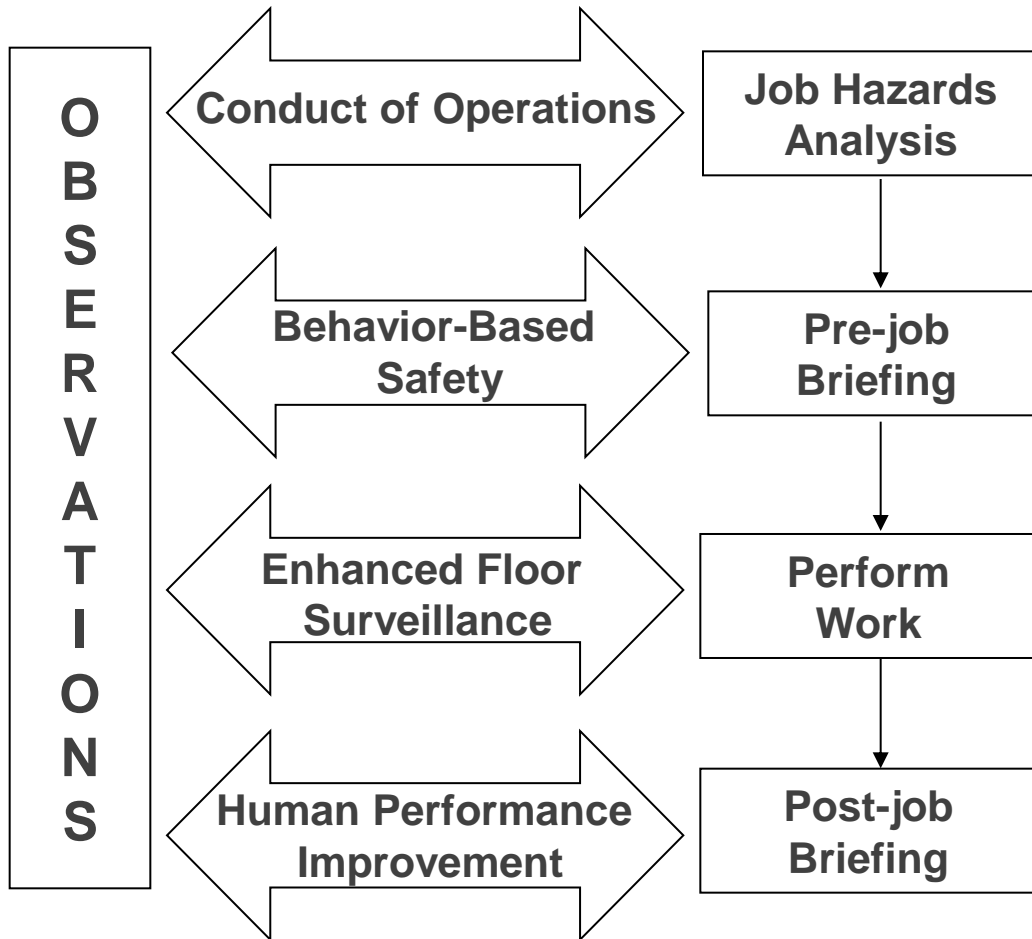


# Y-12 Employee Teams

Employee Teams are pro-actively eliminating at-risk behaviors, reducing errors and reducing worker exposure to hazards!



# Y-12 Employee Team Tools



Latent weaknesses can exist in any phase of a job.

Active employee involvement identifies at-risk behaviors, job site conditions and performance issues driven by latent weaknesses.

Analysis of the observation data can identify latent weaknesses which could contribute to less than adequate performance, errors, and undesired events.

Analyzing the characteristics of the latent weaknesses allows workers and managers to make changes to reduce the probability and consequence of an event.

# Y-12 Safety Performance

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**Objective** – A Safe and secure workplace that protects workers and enables efficient mission performance; characterized by:

- Zero injury and zero events
- Safety is a core value, not a priority
- Performance = Behavior + Results

# Y-12 Safety Performance

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Achieve these objectives in **partnership** as:

- **Management** demonstrates commitment by providing the best possible training, processes and equipment
- **Workers** demonstrate commitment by being safe, making good decisions, and participating in safety initiatives

# Y-12 Safety Performance

	CY 2007 (through 7/31)	CY 2008 (through 7/31)	CY 2009 (through 7/31)
First Aid Injuries	89	68	54
Recordable Injuries	31	26	27
Lost Workday Away Injuries	10	2	2
Lost Workday Away Days	527	118	29
Restricted Cases	5	1	3
Safety Index	17.02	4.08	2.75

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# Y-12 Safety Performance Driven by Employee Teams

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